

18 April 1947

MEMORANDUM FOR MR. HUDDLE

In general I agree with the attached memorandum from Mr. Montague regarding the authority and responsibility of the Intelligence Staff and the Branches. His point, I think, is well taken that there is no such thing as a clear-cut distinction between editorial and substantive responsibility - at least not in the terms which he defines them.

There is here, however, to my mind, a tendency to over-stress the importance of deadlines. It seems to me that few things are so important that deadlines must be met at the expense of thorough exploration of the subject with the responsible branch. I feel that this over-stressing of the importance of deadlines has in all probability led at times to the complete revision of an item or an article submitted by a branch and the inclusion of such revision by the Intelligence Staff in an O.R.E. publication without the knowledge or approval of the Branch Chief.

I doubt that it would be useful to bring this matter up for discussion as suggested by Mr. Montague and recommend alternatively that we might well cover this subject in an O.R.E. Instruction which we can prepare and issue.

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